

## ***PREFACE***

The sample directives in this document serve as examples: their applicability to your agency should be carefully researched to determine if any conflict exists with local ordinances and customs.

To make an orders manual effective, however, it must become a living document, consistently applied through supervision, training, and discipline. Directives must not exist for the sole reason of "having it in writing," a manual which gathers dust in the chief's or sheriff's office. It must be read, consulted, debated, refined, and updated: it must mirror the attitudes, thinking, and behavior of the agency.

This manual exists to stimulate interest in developing comprehensive written administrative guidance. Every law-enforcement agency has its own culture, its own way of accomplishing its mission or goals. Managerial and liability problems arise, however, when in the absence of guidance to the contrary, officers may act in ways opposed to the expectations of management. Clearly-written orders, communicated through training and reinforced by supervision, provide the blueprint for action. Clearly-written orders express the expectations and standards of management, and provide a ready reference for field personnel.

This directives manual is intended to help agencies undergoing either national or state accreditation. To that end, the masthead of each order contains references both to CALEA standards (fourth edition) and Virginia ones. To quote CALEA, "Accreditation is a *recognized* commitment to professional excellence and cost-effective operation. Through accreditation, agencies can:

- Develop proactive management systems.
- Obtain impartial guidelines for agency review.
- Establish documented, carefully tested procedures.
- Reduce the likelihood of vicarious liability litigation.
- Secure community, state, and local government support."

Similarly, according to its 1997 annual report, the VLEPSC standards program "is based on the belief that local law enforcement in Virginia is best measured against standards developed and evaluated by the Virginia law enforcement community." Both the CALEA and VLEPSC programs are voluntary and they are complementary in many respects. To become accredited under either system, however, requires a comprehensive, critical review of written directives. Any agency undergoing accreditation finds that a revision and expansion of written orders are necessary. To meet this need, DCJS offers the sample directives contained in this manual.

This manual represents one component of the policy mission of the Law Enforcement Services Section of DCJS. DCJS also maintains a substantial library of directives from many agencies as well as related research or government publications. Further, on request, DCJS will

consult on any policy issue, review an agency's draft orders, or conduct policy-writing classes. For information on policy assistance or on VLEPSC accreditation, contact DCJS.